

## Addressing Vermont Workforce Planning Model Step IV: Gap Analysis Work Pages

### Gap Analysis Work Page

These questions may help in conducting a gap analysis for the workforce planning effort:

1. Compare the future staffing demand to the future supply. What gaps, if any, exist? When will the gap or gaps occur (i.e. 3 years, 5 years, 10 years)?
2. For each gap, will it result in too many staff or too few staff by classification and skill level?
3. What will occur if the gap is not addressed (i.e. what critical business outcomes/organizational goals will not be met)?
4. Based on the identified gap(s), what tools are available to close the gap(s)? In order to determine this, respond to the following questions:
  - What is the best source for filling each workforce gap (external hire, promotion, transfer, training and development assignment, etc.)?
  - Is external recruitment needed? How can the Division of Recruitment and Classification in the Department of Human Resources assist? What steps are needed by the department?
  - What eligibility requirements, licenses, standards, and/or tests or exams apply in addressing each gap? Will internal staff be qualified to meet these requirements? Is it likely that there are external candidates who will qualify?
  - Is there a list of internal candidates to consider? What KSA's do they possess (what makes them a potential candidate?) Will they meet the requirements and hiring needs?
  - Are there other areas within the department or within state government that may have qualified candidates?

- Do existing staff members need training to enhance their competencies/ KSAs? If so, is training available? Does specialized training need to be developed? How can The Summit: Center for State Employee Development assist?
  - What classification issues need to be addressed to close the workforce gap? Do the current job classes have the KSAs needed? Is this a new type of position needing a new classification?
5. How will the Workforce Planning Team communicate the results of the workforce planning efforts to other staff? How will the Team craft this message to promote support, clarity and understanding of the message, and to avoid misinterpretations (e.g. that an internal candidate is being pre-selected; that downsizing or reorganizing are occurring when they are not; that work is being phased out; etc.)?

## Gap Priorities Work Page

These questions may help in determining gap priorities for the workforce planning effort. Refer back to the Work Functions Work Page to align gap priorities with the department's strategic direction.

1. Are the department's work functions mandated? (Federal? State? Legislated or policy? Other?)
  - Are they critical to the mission? Are they discretionary?
  - Are they still valid or are they outdated?
2. Are the mandated and critical work functions adequately staffed? If not, when will the critical work functions require additional staff support and for how long?
3. What are the consequences of delaying or not performing the work functions?
4. What priorities do customers and stakeholders place on the various work functions and other business outcomes? Are there gaps or inconsistencies between the customer and stakeholder priorities and the current work functions?
5. What is the priority of each workforce gap identified? What future workforce gaps are the most critical to address in your business area?
6. Whose buy-in/support is essential for the workforce gap priorities? Whose support is highly desirable, even if not essential?
7. Have you received executive input on your workforce gap priorities, and approval where called for?
8. What impact will addressing the workforce gaps have on the rest of the enterprise (in the chain-of-command, and in surrounding agencies, departments, and/or divisions)? What will the impact be on the rest of the enterprise if the workforce gaps are **not** addressed?

## Projected Workforce Needs

### Sample Matrix

The following chart:

- Documents the current workforce
- Anticipates future need based on new initiatives, new skills needed, new programs, and organizational structure changes
- Explains the projected workforce need

Classification Title	Current FTEs (or indicate other)	FTEs (or indicate other) Needed	Gap	Comments:
Program Director	2	2	0*	*One is eligible for retirement, no plans indicated. <u>Succession planning is needed.</u>
IT Specialist	0	1	-1	Approved for advertising
Administrative Assistant	3	2	+1	Due to technology improvements, support staff needs will decrease
Personnel Officer	1	1	0	
Research specialist	0	1	-1	Position created, not filled, freeze
Project manager	3	2	+1	One position transferred to another dept. effective in 3 wks
Senior Info Systems Analyst	1	2	-1	Additional position needed to support new technology